



ÅF presents new strategy, revised financial targets and new organisational structure

The trend has been positive for ÅF in recent years with profitable growth. However, the market is becoming increasingly competitive, particularly within traditional engineering consultancy services. By developing its current business model, ÅF will take a new position as an engineering and design company and will focus on delivering targeted concept solutions, both in the Nordic region and internationally.

“ÅF is an engineering and design company. With new concept solutions, an even stronger offer and a focused international strategy, ÅF’s new strategic direction provides a good starting point for continued growth,” says Jonas Gustavsson, President and CEO.

ÅF has unique range of competences in technology and design that is in demand in the market. smart cities, smart infrastructure, increased mobility, industrial digitalisation and the changing energy market are strong trends affecting ÅF’s business.

Strategic direction

To best meet demand, a new strategy is being launched that will promote continued strong growth and increased profitability in an increasingly competitive market.

- *International expansion through leading market positions*

ÅF will continue to grow in its core markets Sweden, Norway, Denmark, Finland, Switzerland and the Czech Republic. ÅF is also committed to becoming an international leader in several selected niches and segments such as Automotive R&D, Food and Pharma, Advanced Manufacturing, the Process Industry and Lighting.

- *Development of the business model to deliver greater value*

ÅF will develop the business model to increase the value in deliveries to clients. The shift means that ÅF will take advantage of its unique range of expertise and will offer clients more packaged solutions and concepts, along with selected products.

- *Operational efficiency*

The organisation is being simplified and financial steering is being adjusted to achieve a clear P&L responsibility for specific client segments, ensuring international expansion and taking a larger share of end-to-end solutions.

- *Attractive employer*

ÅF is an attractive employer and will continue to strengthen the way the company works to attract, recruit and develop talent.

Revised financial targets

The financial targets are being reformulated to apply over a business cycle, specifically:

- Annual growth of 10%. The target includes add-on acquisitions. Larger platform acquisitions will be added on top.
- EBITA 10% over a business cycle.
- Net debt in relation to EBITDA (net debt/EBITDA) of 2.5.

An organisation that supports the strategic direction

Starting 1 January 2018 as previously communicated, ÅF will establish a new, simplified organisation with four international divisions: *Infrastructure, Industry, Digital Solutions* and *Energy*. The divisions will in turn consist of 21 business areas with full P&L accountability, and responsibility for implementing the new strategy.

As of 9 October, ÅF’s Group Management consists of the following members:

Jonas Gustavsson, President and CEO

Stefan Johansson, CFO

Mats Pålsson, President, Infrastructure Division

Roberto Gerosa, President, International Division (Energy Division as of 1 January 2018)

Jonas Larsson, Acting President, Industry Division

Lennart Waldenström, President Technology Division (Digital Solutions Division as of 1 January 2018), new member

Lars-Eric Aaro, Strategic business development

Emma Claesson, Vice President, HR and Communications

Nyamko Sabuni, Sustainability

Rune Hardersen, Country Manager Norway, new member

Capital Markets Day, 8 November

ÅF welcomes analysts, investors and the media to the Capital Markets Day to be held on 8 November at ÅF's headquarters in Solna from 09.00 to 14.00. Sign up [here](#) by 30 October.

ÅF Corporate Communication

ÅF AB (publ)

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